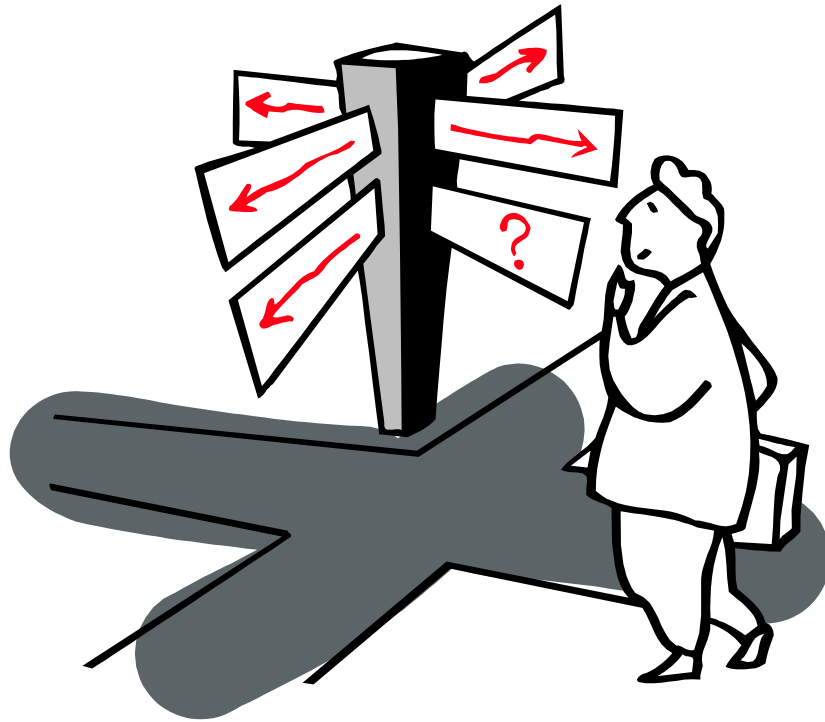# Marine Corps
Systems Command

Mentoring Program Guide

April 2004

Contents

INTRODUCTION

What is Mentoring?

Mentoring is a key ingredient in the professional development of any workforce member. Described as one of the most potent human development tools available, mentoring can enhance one's aptitude by improving managerial and technical skills. Mentoring can also be used successfully in helping to shape future leaders. At the very least, mentoring is an opportunity for participants to expand their interpersonal skills, and when successfully implemented, leads to workforce and knowledge retention in an organization.

To a greater or lesser extent, mentoring takes place in an informal or semi-formal way every day. To foster the positive outcomes of the mentoring process, the Commanding General, Marine Corps Systems Command, has established this formal mentoring program for the express purpose of enhancing the:

- Technical skill development of our workforce members.
- Leadership skill development of our workforce members.
- Conservation of corporate knowledge.
- Communication skill of our workforce members.
- Retention of our workforce members.

The intent of this guide is to promulgate the framework for the Command's *formal* Mentoring Program. This guide defines the eligibility requirements for participation in the program, the application process and the duration of the program among other design characteristics. ***Most importantly however, this guide addresses the roles and responsibilities of all the players from the program administrator to the workforce member being mentored.***

What distinguishes this as a "formal" program?

There are three major elements that distinguish a formal mentoring program from the informal processes that we engage in from time to time. They are:

1. In a formal program, the mentor and mentored employee execute a written agreement or contract. Most contracts will always:

   - Define the duration of the agreement
   - Identify the expectations of each party and
   - Include a statement related to the confidentiality of information shared or issues discussed.

   A sample contract can be found at the end of this guide.

2. A formal mentoring program will also include an assessment feature. In this program, the program coordinator will make assessments of each relationship at the midpoint in the

program, at the end of the program, and six (6) months following the completion of any program.

3. Finally, formal mentoring programs will most always include specific training activities that the participants are expected to complete.

PROGRAM STRUCTURE

Who is responsible for the program?

The Workforce Development business area of the Workforce Management and Development Directorate will retain staff cognizance and program management responsibilities for the implementation, day-to-day management and evaluation of the program. The program coordinator will implement the program through a team of mentor program representatives, one from each recognized command Functional Integration Team.

Who are the key players in the program?

There are a number of personnel who play a role in the Command's Mentoring Program. Each of these individual's are key to the success of the program. They are:

- Program Coordinator
- Functional Manager
- Functional Integration Team Mentoring Representative
- Mentor
- Mentored Employee
- Supervisor
- Career Counselor

What are the roles and responsibilities of the key players in the program?

- **Program Coordinator**

  ➤ Serves as the Command's primary technical expert for administration and assessment of the Command Mentoring Program.
  ➤ Promulgates and maintains the Mentoring Program Guide.
  ➤ Ensures new employees are advised of the program.
  ➤ Determines and coordinates program training requirements.
  ➤ Coordinates a methodology to keep current listing of approved mentors readily available to the workforce.
  ➤ Resolving problems that may arise.

- **Functional Manager**

- Assigns a Functional Integration Team member to be a mentor program representative.
- Promulgates a mentor solicitation, application and selection process for mentors that represent your functional area.
- Solicits, as necessary, sufficient mentors to meet demand.

- **Functional Integration Team Mentoring Representative**

  - Acts as a liaison between mentors and program coordinator, representing their concerns as appropriate.
  - Ensures mentors maintain data fields in staff directory as appropriate.
  - Keeps mentors abreast of changes in career path development.
  - Collects mentor applications for all mentors in their functional area
  - Notifies the program coordinator of approved mentors for their functional area

- **Mentor** (See the section *For the Mentor*) Roles and responsibilities of mentors.

- **Mentored Employee** (See the section *For the Mentored Employee*) Roles and responsibilities of a mentored employee.

- **Supervisor**

  - Works with the employee to develop and complete the Individual Development Plan (IDP) on Tiger.
  - Works cooperatively with the mentored employee and mentor as required, to support developmental activities suggested by the mentor.
  - Continuously challenges the employee in day to day assignments and provides timely and constructive feedback.
  - Assists in setting realistic professional and personal development goals.
  - Provides opportunities to fulfill developmental requirements.

- **Career Counselor**

  - Assists with the development of the IDP
  - Facilitates coordination of approved learning activities associated with the command mentoring program

Who is eligible to participate in the program?

The command's mentoring program is open to all employees, military and civilian, of Marine Corps Systems Command. This includes interns but does not include contract employees.

In other words, all federal employees assigned to this command may participate in the Command Mentoring Program as a mentor and/or mentored employee.

Specific eligibility requirements and the application processes are addressed in the section *For the Mentor,* Who is eligible to become a mentor? and *For the Mentored Employee,* Am I eligible to participate in the mentoring program? as appropriate.

How long is the program?

The formal mentor/mentored employee relationship is intended to last for one calendar year (12 months). To facilitate training aspects of the program as well as program assessment, mentored employees may join the program at the beginning of any one of those cycles. (Mentors may join at any time.) The cycle start and end dates are as follows:

Cycle 1:	January	January
Cycle 2:	April	April
Cycle 3:	July	July
Cycle 4:	October	October

How are mentors and mentored employees matched?

The mentors and mentored employees are **NOT MATCHED**. It is the responsibility of the mentored employee to review the mentor lists provided and make contact with a chosen mentor.

See the section *For the Mentored Employee*, How do I get into the program?

What about distance Mentoring?

Ideally, the mentor and mentored employee should both be geographically co-located. Since elements of this Command however, are geographically dispersed, distance mentoring is acceptable. The challenge of not being able to meet face-to-face can be overcome by conference calling, the use of e-mail and even Video Teleconferencing resources, assuming they are available at each site.

What are the benefits for participating in the program?

See the section *For the Mentor,* What's in it for me? and For the Mentored Employee as appropriate.

How do I get involved as a mentor or mentored employee?

For mentors, see the section, How do I become a mentor? and for *mentored employees,* How do I get into the program?

Who can I talk to if I have additional questions regarding the program?

Your assigned career counselor is well versed in the Command's mentoring program as well as the mentoring program representative on your functional integration team. A complete listing of contacts is available at the end of this guide.

How is the program assessed?

The program coordinator will contact each mentor and mentored employee for completion of an assessment at the mid-point of the contract term and at the end of the contract term. The mentored employee will also be required complete a post contract assessment six months following the end of the contract period.

FOR THE MENTOR

Just what is a Mentor?

Frequently, you will hear prominent individuals attribute much of their success to someone who was instrumental in helping them achieve their goals. The individual they describe shared their views, wisdom, experiences, and provided guidance and encouragement at pivotal points during their career. Quite often, this person will be referred to as their *Mentor*. The word comes from Greek mythology. When Odysseus was about to leave on his long journey, he assigned his good friend Mentor to be his son's guardian and tutor. The American Heritage Dictionary defines Mentor as "a wise and trusted counselor or teacher." In short, a mentor acts as a trusted agent to guide and direct another individuals development and growth.

What is Mentoring?

Simply stated, mentoring is a process. It is the process whereby one individual works deliberately to facilitate the growth of another individual in one or more areas.

What are the roles and responsibilities of Mentors?

When working with an employee:

- Mentors agree, through the execution of the Mentoring Contract, to serve as a mentor for a specific employee;
- Mentors act as a confidante, counselor, guide, and unbiased advisor to the mentored employee;
- Mentors shares their understanding of Marine Corps and command goals, objectives and requirements;
- Mentors are available to meet with the mentored employee and will make a conscious effort to build the relationship;
- Mentors maintain open, clear, two-way communication;

- Mentors share their experiences, knowledge and insights that have contributed to their own success and even their failures;
- Mentors may suggest modifications to the mentored employee's IDP by:
    o Assisting in the assessment of a mentored employees developmental needs and goals;
    o Suggesting training and developmental opportunities that would benefit the mentored employee;
    o Working cooperatively with supervisors in securing opportunities for the mentored employee to participate in developmental opportunities;
    o Advocating for the mentored employee as needed

As a participant in this program, mentors are also expected to:

- Keep their associated data elements in the staff directory up to date;
- Facilitate the maturation of the program by participating in the program assessment processes.

What does a Mentor actually do?

A review of the roles and responsibilities should give any potential mentor a good idea of what is expected of a mentor. Once the Mentoring Contract has been executed and the purpose of the relationship clearly defined, the mentor and mentored employee engage in a series of meetings designed to achieve the stated purpose. To help accomplish this, there are a number of tools available to the mentor. They are:

- Technical Skill Development guide
- Leadership Skill Development guide
- Listing of Potential Activities
- Key players in the Mentoring Program

    o The Career Field Functional Manager
    o The mentoring programs Program Coordinator
    o The mentored employee's Career Counselor

Technical Skill Development. For technical/professional skill development objectives, the mentor should refer to the career development guide each functional integration team has established. Each of these guides will outline the core competencies expected for advancement as well as any certifications required by the employee. These guides will substantially assist the mentor and mentored employee when developing a career path. Currently, guides in the following disciplines are available:

Program Management	Contracting
Engineering	Financial Management
Acquisition Logistics	Human Resources Management
Operations Research	

Leadership Skill Development. The Command Leadership Development Guide, similar to the functional guides, lists the core competencies expected of leaders at various stages of development. The guide also includes the vast array of programs available to employees who are focused on developing those skills associated with effective leadership.

Listing of Potential Activities. Below is a listing of various types of activities that may foster the accomplishment of specific objectives. These are typically less formal types of activities than you are likely to find in the above guides. Nonetheless, they will require the support of the mentored employee's supervisor just as any other suggested activity does. Please keep in mind that this listing is not inclusive.

- Have the mentored employee shadow the mentor at key organizational meetings such as Operational Steering Team, Command FIT, or PGD meetings.
- Have the mentored employee accompany the mentor to Professional Society Meetings/Conferences.
- Assign the mentored employee a special project that works towards achieving the goals.
- Share Professional Industry Publications/Articles of interest with the mentored employee.
- Initiate guided discussions on industry trends or other areas of concern. This can be facilitated by assigning readings and/or short research projects to the mentored employee.
- Suggest other types of industry related training that may not be included in the skill or leadership development guides that the mentor is familiar with and has found helpful in their career.
- Suggest a rotational assignment that will contribute to the mentored employee's achievement of their developmental goals. These assignments will be internal to the command. Since the rotational assignment is internal to the command, the mentor can facilitate coordination between the parties concerned. Requests for external rotational assignments will be considered by all key players on a case-by-case basis.
- Have the mentored employee attend or observe a military event such as a capabilities exercise or sit in on a class offered by one of the resident programs through the Marine Corps University. In these cases as well, the mentor has at their disposal the mentored employees career counselor who can assist in bring these types of activities to fruition.

Key Players in the Mentoring Program. Of course the mentor always has at their disposal three key players in the program who they can contact for suggestions and/or assistance. That would be the Career Field Functional Manager, the mentor programs coordinator, and the mentored employees Career Counselor.

Who is eligible to become a Mentor?

Any command employee can become a mentor. If you possess the skills mentioned above, you can be a mentor. If you feel you may be lacking in one or more of the skill areas, you can receive training or guidance through the Workforce Development Business Area before making a commitment to become a mentor.

Mentors can also come from outside of the command. However, to be recognized as part of our program for a specific employee, the candidate mentor must:

> ➢ Be willing to support the roles and responsibilities of those that are internal to the command
> ➢ Submit required application to the functional manager
> ➢ Execute a Non Marine Corps Mentoring Contract with mentored employee
> ➢ Complete the required evaluation forms
> ➢ Attend training sessions (where applicable)

Do I have what it takes to become a good Mentor?

One of the most salient characteristics of a good mentor is their ability to offer encouragement and guidance by sharing their own professional experiences as to what has worked and what did not, what roadblocks they may have encountered, and what strategies they've employed to overcome these challenges.

A good mentor:

- Possesses a good working knowledge of their career field competency requirements
- Possesses a good working knowledge of the OPM Executive Core Qualifications and DOD Criterion
- Possesses good communication skills
- Possesses good negotiation skills
- Is willing to share personal contacts that could further the mentored employee's developmental goals
- Is able to be an objective confidante with whom the mentored employee can discuss career development and related concerns
- Is able to act as a "sounding board" for developmental ideas and opportunities encouraging the mentored employee to accept challenges and overcome difficulties
- Is able to encourage a mentored employee to become more efficient and productive in their career field through self development and other activities
- Is well respected by peers
- Will follow through on the Mentoring Contract

How do I become a Mentor?

It is very easy to become a mentor. All you need to do is to follow the application process for your functional area. The career field functional manager has established an application process, and based on the needs of his community will approve your selection as appropriate. These processes and application forms are located at the end of this guide. Once selected, the functional integration team mentoring representative will notify the mentoring program coordinator who will annotate your record in the staff directory in TIGER. All you need to do then is to ensure your required fields in the staff directory are complete and current.

Are there specific training requirements for mentors?

Yes. All approved mentors will receive initial training on their roles and responsibilities as well as the structure of this program. Additionally, there is periodic training throughout the program in which the mentor is encouraged to participate. The current training plan can be found at the end of this guide.

If I were to become a Mentor, what is the time commitment?

Some mentoring relationships can last indefinitely. However, the formal mentoring relationship will last for the duration of one year.

When a mentoring contract is executed, the duration of that contract is for 12 months and should run consistent with the cycles defined in the program structure section of this guide. From that point on, the general practice is to have a face-to-face meeting at least one or two hours each month. These meetings can be easily supplemented with e-mail and telephone meetings.

The actual amount of time a mentor commits to a mentored employee varies greatly. It will depend on the stated objectives of the relationship as well as the needs, expectations, and desires of both the mentor and mentored employee. The greatest commitment of time is usually at the beginning of the relationship when the focus is on getting to know each other. During the "interview" phase, even before the mentoring contract is executed, establishment of the amount of time each person is expected and willing to commit should be discussed. As the relationship evolves, the amount of time spent together will evolve as well base on the distinct relationship.

Can I mentor those I supervise?

Research indicates that supervisors **should not** mentor those they are responsible for supervising on a day-to-day basis and for whom they are required to prepare performance appraisals. More than anything else, this is due primarily to the potential perception of favoritism that may be interpreted by others. Accordingly, it is only by exception and with the approval of the Program coordinator that an approved mentor can mentor his or her own employee.

What's in it for me?

The greatest benefit that a mentor receives is the sense of personal pride they experience as they watch the development of an employee they mentored, and a sense of contribution to the organization and those stakeholders the organization serves. It is the mentor's opportunity to pass along the wisdom they have acquired over the years to one who may follow in their footsteps.

On the more tangible front, mentoring is a recognized activity that should be noted on the mentor's own performance appraisal. Additionally, for those personnel occupying designated

acquisition positions, serving as a mentor warrants the awarding of up to 5 continuous learning points a year.

What if I am unable to fulfill my obligations as a mentor?

If personal or work related responsibilities preclude the mentor from fulfilling their obligations as a mentor, the mentor must first notify the mentored employee, and then notify the mentoring Program Coordinator as well as the functional integration team mentoring representative.

FOR THE MENTORED EMPLOYEE

Just what is a Mentored Employee?

A mentored employee is a person who is interested in developing professional and technical expertise in their career field through a professional relationship with a more experienced person.

What are my roles and responsibilities as a Mentored Employee?

The mentored employee:

- Completes IDP with supervisor approval;
- Identifies and selects their chosen mentor(s);
- Forwards signed mentoring contract to program coordinator;
- Submits mentored employee data sheet to the program coordinator for the mentoring program;
- Meets with your mentor as scheduled and makes a conscious effort to build the relationship;
- Uses the mentor's time and counsel effectively;
- Establishes open, clear, two-way communication;
- Remains open to the counsel and recommendations of the mentor;
- Sets realistic expectations and goals;
- Adheres to the Mentoring Contract;
- Seeks insight by sharing successes and failures with mentor;
- Participates in program training initiatives;
- Maintains communication with the mentor at intervals sufficient to share program experiences and obtain the maximum benefit from mentor's guidance, knowledge, expertise and feedback.

As a participant in this program, mentored employees are also expected to:

- Facilitate the maturation of the program by participating in the program assessment processes.

What can I expect from my Mentor?

You can expect your mentor:

- To adhere to the Mentoring Contract;
- To act as a confidante, counselor, guide, and unbiased advisor to the mentored employee;
- To share their understanding of Marine Corps and Command goals, objectives and requirements;
- To make themselves available to meet with you and to make a conscious effort to build the relationship;
- To maintain open, clear, two-way communication;
- To share the experiences, knowledge, and insights that have contributed to their own success and even their failures;
- Assist in the assessment of your developmental needs and goals;
- Suggest training and developmental opportunities that should contribute to the achievement of your goals;
- Works cooperatively with your supervisor in securing developmental opportunities;
- Advocate for you as needed.

Am I eligible to participate in the Mentoring Program?

Any federal employee, civilian or marine, assigned to Marine Corps Systems Command can participate in the mentoring program as a mentored employee. This includes interns but does not include contract employees.

How do I get into the program?

Becoming involved in the Command's Mentoring Program is a four (4) step process:

1. Gain supervisors approval via discussion and completion of IDP
2. Become partnered with a mentor
3. Execute a Mentoring Contract

Gaining Supervisors Approval. This will be accomplished through the use of the automated individual development plan located in TIGER. All interested employees should include "Command Mentoring Program" with the cycle dates desired as a course selection item in the IDP. Once this has been done and the supervisor has approved the IDP, the employee should proceed to the second step.

Instructions on completing your IDP can be found _____. If you need assistance in completing your IDP, you should contact your career counselor.

Becoming Partnered with a Mentor. This step is the most difficult and time-consuming phase of becoming involved in the mentoring program as a mentored employee. First and foremost, it must be understood that the employee is *responsible* for selecting their mentor. To facilitate this, you can review some tips for selecting your mentor that are provided at the end of this guide. Additionally, you can obtain a list of approved mentors through the staff directory reports module in TIGER. Click here on instructions to create mentor list report.

Executing a Mentoring Contract. Other than submitting your data paperwork, step 4, this is perhaps the easiest step in becoming a participant. Executing the Mentoring Contract is simply to solidify those terms that you and your mentor have agreed to during your selection process.

Submitting your Paperwork to the Program Coordinator. To be recognized as a participant in the program, you must provide a copy of your program paperwork to the Program Coordinator. This would include a copy of:

1. Your Executed Mentoring Contract
2. Your IDP

How will I know if I have been accepted into the program?

Your acceptance into the program is automatic and recognized once you have completed the four steps listed in the section "How do I get into the program?" Upon receipt of the completed paperwork, the Program Coordinator will acknowledge your participation via e-mail to you, your mentor and your supervisor.

Is everyone who wants to participate in the program able to do so?

The ability to participate depends on the availability of suitable mentors and your ability to select one. Every effort will be made by each functional integration team to encourage mentor participation. Mentor availability however, may be limited from time to time. A negotiating tool you may want to explore with your desired mentor is to ask them to commit to a future date if the mentor you choose is unable to participate at the time the request is made.

Are there specific training requirements that I must complete?

Yes. All program participants will receive initial training on their roles and responsibilities as well as the structure of this program. Additionally, there is periodic training throughout the program that the mentor employee is encouraged to complete. The current training plan can be found at the end of this guide.

If I want to participate in the program, what is the time commitment?

Some mentoring relationships can last indefinitely. However, the formal mentoring relationship will last for the duration of one year.

When a mentoring contract is executed, the duration of that contract is for 12 months and should run consistent with the cycles defined in the program structure section of this guide. From that point on, the general practice is to have a face-to-face meeting at least one or two hours each month. These meetings can be easily supplemented with e-mail and telephone meetings.

The actual amount of time a mentored employee commits to the program can vary and depends on the stated objectives of the relationship as well as the needs, expectations and desires of both your and the mentor. The greatest commitment of time is usually at the beginning of the relationship when the focus is on getting to know each other. During the "interview" phase, even before the mentoring contract is executed, establishment of the amount of time each person is expected and willing to commit should be discussed. As the relationship evolves, the amount of time spent together will evolve based on the mentoring relationship.

Can my supervisor be my mentor?

Research indicates that supervisors **should not** mentor those they are responsible for supervising on a day-to-day basis and for whom they are required to prepare performance appraisals. More than anything else, this is due primarily to the potential perception of favoritism that may be interpreted by others. Accordingly, it is only by exception and with the approval of the Program Coordinator that an approved mentor can mentor his or her own employee.

What if I can't find a mentor?

If you are having difficulty finding a mentor, you can request assistance from the functional integration team mentor program representative, the Program Coordinator or your assigned career counselor.

What if my mentor and I are not getting along as anticipated?

Every effort should be made by both the mentor and the mentored employee to resolve any problems that may arise in the mentoring relationship and take corrective measures accordingly. In certain instances, an objective third party, such as your career counselor, can assist the parties in resolving any problems. If the problem cannot be resolved, and should either party want to terminate the formal relationship, they must first notify both the other party and the program coordinator in writing.

Mentoring Contract

This agreement is made this date between the first and second parties and solidifies, once delivered to the mentor program coordinator, participation in the Marine Corps Systems Command's formal mentoring program. This is not a legally binding contract and may be modified or discontinued for any reason, at any time, by either party, upon notice and without penalty or injury.

First party herein after referred to as: **The Mentor**		Second Party, herein after referred to as: **The Mentored Employee**	
Name:		Name:	
Phone #:		Phone #:	
Career Field:		Career Field:	
Position Title:		Position Title:	
Grade:		Grade:	
Signature	*Date*	*Signature*	*Date*

The purpose of this Mentoring Contract is for the Mentor to assist/guide and direct the Mentored Employee in the achievement of:

Both the Mentor and the Mentored Employee agree to:

> *CONFIDENTIALITY.* The information shared between the Mentor and Mentored employee should remain confidential and will not be shared without the consent of the other.

> *A TERMINAL "FORMAL" RELATIONSHIP.* This mentoring relationship is expected to last for twelve (12) months and will coincide with the:

> - ☐ 1st Cycle (January – January)
> - ☐ 2nd Cycle (April – April)
> - ☐ 3rd Cycle (July – July)
> - ☐ 4th Cycle (October – October)

PARTICIPATE IN REGULARLY SCHEDULED MEETINGS. Both parties agree to meet regularly, at least 1-2 hours per month and engage in supplemental meetings as necessary and as each parties availability permit.

PARTICIPATE IN THE PROGRAM ASSESSMENT PROCESSES. Both parties agree to complete the mid, end and post program assessments as developed by the program coordinator.

PARTICIPATE IN THE PROGRAM TRAINING INITIATIVES. Unless otherwise approved by the program coordinator, both parties agree to complete the program training plan as developed by the program coordinator.

cc: Mentoring Program Coordinator, WMD

Contacts

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Mentor Data Elements

2004-2005 MENTORING TRAINING PLAN

Welcome and Orientation   Mentors and Mentored Employees
                                        ½ day, date TBA

Training for Mentor's   Mentors only (post match up)
                                        ½ day, dates TBA

Training for Mentored Employees   Mentored Employees only (post match up)
                                        ½ day, dates TBA

Interpersonal Communication/
Listening Skills   Mentors and Mentored Employees
                                        Date TBA

Creative Problem Solving   Mentors and Mentored Employees
                                        Date TBA

7 Habits for Highly Effective People   Mentored Employees

Tips for Selecting your Mentor

First and foremost, it must be remembered that it is the mentored employee's responsibility to select his or her mentor. Before you do this however, you first need to do some self-examination and begin to create a vision of yourself say 5, 10 or even 20 years down the road in your career.

Begin by asking yourself a few questions such as:

- What level of responsibility are you seeking to achieve?
- What technical skills do you want to hone?
- What leadership skills do you want to develop or enhance?
- Are you satisfied with your current career field?
- Are you interested in exploring another career field?
- Do you have some specific goals in mind such as?
    - Obtaining a degree
    - Earning a professional certification
    - Becoming a team leader or supervisor
    - Becoming involved in professional organizations

Begin to formulate why you want a mentor before you even contact a potential mentor.

Once you done this, then start to define the amount of time and energy are you willing to commit to obtain your vision or goal. This should include knowing when and where you are available to meet with your mentor. Also, think about your mentor and what you think your expectations might be of him or her as well as what attributes he or she should possess that would be of value to you in your vision or goal to fruition.

After you have given these steps a good bit of reflection and consideration, you can then begin your mentor search.

A good place to begin is on TIGER. You can find a list of mentors that have been approved by the respective functional integration teams on TIGER. These are individuals who have been screened and selected to serve as a mentor or one or more reasons. Click here to review these instructions.

In selecting your mentor, keep in mind a few additional points:
- ✓ Your mentor should be someone <u>other than</u> your immediate supervisor.
- ✓ Your mentor should be senior to you in either position or grade.
- ✓ Your may have more than one mentor.

List of Approved Mentors

The reports option in the staff directory in TIGER can generate a list of approved mentors for each community of interest listed below:

- Program Management
- Engineering
- Acquisition Logistics
- Operations Research
- Contracting
- Financial Management
- Human Resources Management

To access this list:

MID-YEAR MENTORING EVALUATION

NAME_____DATE_____

Please check: I am a _____MENTOR   _____MENTORED EMPLOYEE

1. *How often do you meet with your mentor/mentee?*

_____once a month   _____ twice monthly
_____more than once a month   _____ less than once a month

2. *If you checked "less than once a month," do you communicate via telephone or e-mail?*

_____Yes   _____No

3. *Did you attend any of the training sessions offered?*

_____Yes   _____No

4. *If yes, which did you find most helpful and informative?*

_____Orientation and Welcome   _____7 Habits of Highly Effective People
_____Creative Problem Solving   _____Mentor Training
_____Mentored Employee Training   _____Listening Skills

5. *Have you discussed a professional development plan with your Mentor/Mentored Employee?*

_____Yes   _____No

6. *Have you participated in any activities with your Mentor/Mentored Employee? If yes, please check all that apply.*

_____Yes   _____No

_____Shadowed the mentor at key organizational meetings
_____Accompanied mentor to Professional Society Meetings/Conferences
_____Assigned or been assigned a special project that works towards achieving goals
_____Shared Professional Industry Publications/Articles of interest with Mentor/Mentee
_____Discussed industry trends or other areas of concern with Mentor/ Mentee
_____Attended or observed a military event or class offered by one of the resident programs
through the Marine Corps University
_____Other_____

*7. **Do you feel that the program's objectives were communicated to you clearly?***

_____Yes   _____No

*8. **Do you feel that the Mentoring Program Guide answered all your questions sufficiently?***

_____Yes   _____No

If you answered No, what questions did you have that were not addressed properly?
Please write in the space below.

*9. **Do you feel that the instructions for participation as outlined in the Guide were clear and easy to follow?***

_____Yes   _____No

If you answered No, in what way do you think this process could be improved?
Please write in the space below.

*10. **So far in the mentoring relationship, I feel I have benefited in the following areas:***

_____Better understanding of the Command
_____Enhanced technical abilities
_____Enhanced leadership qualities
_____Networking abilities
_____Enhanced communication skills
_____Other _____
_____None of the above

Please list any suggestions you may have that you feel would improve the mentoring program.

Thank you very much for completing the evaluation form. It will be used to help us evaluate and improve the Mentoring Program.

Please return to the Mentoring Program Coordinator.

Mentoring Program Data Sheet

NAME_____JOB TITLE/GRADE_____

PHONE_____E-MAIL_____

SUPERVISOR_____JOBTITLE/GRADE_____

PHONE_____E-MAIL_____

Have you obtained supervisor approval to participate in the mentoring program?   YES_____
    NO_____

Completed your IDP on tiger?   YES_____   NO_____

Years of federal service? _____

DEGREE(S) check all that apply

BA_____BS_____Associates_____MBA_____Other/Major_____

Are you currently enrolled in a degree program?   _____YES   _____NO

If yes, what program?_____

Where? _____

Expected Graduation date? _____

Is your Mentor is your own career field?

_____YES   _____NO

Please complete the following information.

NAME OF MENTOR_____

PHONE/E-MAIL OF MENTOR_____

AT A GLANCE REFERENCE GUIDE

- ✓ **Who is eligible to participate in the program?**
- ✓ **How long is the program?**
- ✓ **How do I get involved as a mentor or mentored employee?**
- ✓ **What are my roles and responsibilities as a Mentored Employee?**
- ✓ **How are mentors and mentored employees matched?**
- ✓ **Who can I talk to if I have additional questions regarding the program?**
- ✓ **Just what is a Mentor?**
- ✓ **What are the roles and responsibilities of Mentors?**
- ✓ **Can I mentor those I supervise?**
- ✓ **How do I become a Mentor?**
- ✓ **Just what is a Mentored Employee?**
- ✓ **What are my roles and responsibilities as a Mentored Employee?**
- ✓ **How do I get into the program?**
- ✓ **What if I can't find a mentor?**